

# 2017-2018 Strategic Plan Report

Trident Technical College  
Dr. Mary Thornley, President



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TRIDENT TECHNICAL COLLEGE

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## Table of Contents

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Mission, Vision and Values	1
Annual Highlights	2
Organizational Profile	3
Strategic Planning	4
Strategic Plan Measures and Results:	5
Goal 1 – Increase Headcount Enrollment	5
Goal 2 – Improve Student Achievement	9
Goal 3 – Improve Customer Service	13
Goal 4 – Improve Fiscal Stability	14
Other Institutional Values	16

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## Mission, Vision and Values

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At Trident Technical College (TTC), education is about opportunity. As one of South Carolina's largest higher education institutions, TTC provides that opportunity to nearly 30,000 curriculum and continuing education students each year. TTC offers more than 150 programs of study in some of the most sought-after career fields in aviation; business; industrial and engineering technology; film, media and visual arts; health care; hospitality, tourism and culinary arts; law-related studies; community, family and child studies; and arts and sciences.

Rapid technological change and increased globalization create an extremely complex job market. Our job is to

equip students with the education they need to succeed in this challenging environment. To meet their needs, as well as the needs of our region's work force, we continue to grow.

TTC is committed to accountability. Our commitment to our students, our community and the citizens of South Carolina is simple: TTC will provide cost-effective, state-of-the-art workforce education and training to give our students the best opportunity to succeed in today's world.

### Mission

Trident Technical College serves as a catalyst for personal, community and economic development by empowering individuals through education and training.

### Vision

**"Educate the Individual. Accelerate the Economy. Inspire the Future."**

### Values

Integrity	Academic Excellence	Excellence in Customer Service	Accountability
Respect	Accessibility and Affordability	Expertise	Global Competitiveness
Student Achievement	Diversity and Inclusion	Academic Freedom	

### Role and Scope

Trident Technical College is a public, two-year, multi-campus community college that provides quality education and promotes economic development in Berkeley, Charleston and Dorchester counties.

An open-door institution of higher education and one of the largest institutions in the state, Trident Technical College serves traditional and nontraditional curriculum students who have a wide variety of educational goals, from personal enrichment to career development to university transfer. To help students meet their goals, Trident Technical College offers university transfer associate degrees and applied technical associate degrees, diplomas and certificates. The curriculum includes programs in arts and sciences, aeronautical studies, agriculture, business, computer technology, engineering technology, health sciences, hospitality, industrial technology, and public service. Trident Technical College students draw on knowledge from a broad range of disciplines to develop the communication and critical thinking skills that are fundamental to lifelong learning.

TTC further promotes economic development through continuing education courses; customized education and training for business, industry and government; and a variety of employment training programs.

TTC is committed to being accessible and responsive to community needs. To foster student success, TTC provides developmental education and comprehensive student services. In addition to traditional instruction, TTC's flexible course offerings and alternative delivery methods, including online instruction, enable more members of the community to pursue higher education.



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## Annual Highlights

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The continued integration of new students using the services of The Hub for onboarding was the focus of the institution during 2017-18. All new students will onboard with The Hub by Spring 2019. Training of faculty advisors on the EAB Navigate system will continue.



### Student Performance.

Student Performance Measure	2011-12	2017-18
Developmental Studies Course Success Rate	51%	64%
Composition 1 Course Success Rate	61%	77%
College Algebra Course Success Rate	46%	66%
Overall Course Success Rate	62%	75%
First-time Full-time Freshman Fall-to-spring Persistence	77%	74%
First-time Full-time Freshman Fall-to-fall Retention	51%	54%

Table 1. Student Performance Measures.

**Dual Credit/Youth Apprenticeships.** Dual credit enrollments comprise 16% of the entire student population. With 1,944 students enrolled in Fall 2018 the number of dual credit students increased 13% over Fall 2017. The apprenticeship program has grown to include 82 companies and 261 students in registered apprenticeship programs in 2017-18.

**Workforce Pathways.** The division of Continuing Education and Economic Development received funding from the General Assembly to offer scholarships for workforce training in 2017-18. The program served 316 students with funding of \$482,026.15, which covered course fees in the areas of health care, manufacturing, information technology, personal enrichment and contract training.

**Completion Challenge.** In 2011, President Mary Thornley signed the American Association of Community College's "A Call to Action" in support of the national College Completion Challenge, which calls on higher education institutions to produce 50% more students with degrees and certificates by 2020. TTC has projected the number of awards necessary to make this goal; the college has exceeded its goal every year. During 2017-18, TTC awarded 2,525 associate degrees, diplomas and certificates to 2,130 graduates.

**South Carolina Aeronautical Training Center.** Construction of the South Carolina Aeronautical Training Center is proceeding within budget and on schedule for completion in Fall 2019.

**Grants.** TTC received two grants from the National Science Foundation. One award for \$568,374 over three years will continue TTC's development of virtualization and cloud technology curriculum, create transfer opportunities, and engage K-12 students in STEM learning through outreach activities. The other award for \$461,534 over two years will update aeronautical equipment, expanding student-training opportunities through physical and virtual flight deck trainers. TTC also received \$100,000 from Boeing to support the youth apprenticeship program, as well as smaller awards from a number of corporate foundations, including Bank of America, Bosch, Google, and SunTrust.

## Organizational Profile

### Student Demographics

TTC Student Profile		
Total Enrollment	Fall 2018	12,148
Age	<25	63%
	>25	37%
Gender	Male	39%
	Female	61%
Race/Ethnicity	Asian	2%
	American Indian/Alaskan	<1%
	African American	27%
	Hawaiian/Pacific Islander	<1%
	Hispanic	6%
	White/Non-Hispanic	59%
	Two or more races	4%
Program	Unknown	2%
	Technical	41%
	Transfer	39%
	Non-Degree	20%
Student Load	Full-time	38%
	Part-time	62%

Table 2. TTC Student Demographics

Trident Technical College is a public two-year college in South Carolina serving Berkeley, Charleston and Dorchester counties with four campuses, three instructional sites, and numerous distance-learning opportunities. A member of the 16-college State Board for Technical and Comprehensive Education (SBTCE) system, TTC provides educational programs and promotes economic development in the tri-county area.

### Employees

TTC employs a diverse and highly qualified faculty and staff. TTC faculty members average 15 years of teaching experience and 10 years of work experience in their discipline. Eighty-two percent of the faculty hold advanced degrees.

TTC Faculty and Staff			
Fall 2018	Total	688	Percent
Status	Faculty	268	39%
	Staff	420	61%
Gender	Female	423	59%
	Male	289	41%
Ethnicity	African American	192	28%
	White/Non-Hispanic	454	66%
	Other minorities	43	6%

Table 3. TTC Faculty and Staff Demographics

### Operating Locations

The college maintains four campuses: Main Campus in North Charleston, Berkeley Campus in rural Berkeley County, Palmer Campus in downtown Charleston, and the Mount Pleasant Campus in the East Cooper area. TTC has three instructional sites: St. Paul's Parish Site, the Dorchester County QuickJobs Training Center, and Wando High School. TTC offers courses at additional off-site locations as appropriate, including courses for dual credit students in other area high schools, clinical courses in hospitals and medical facilities, courses delivered at local business and industry locations, and continuing education outreach programs in rural areas.

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## Strategic Planning

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In Fall 2016, TTC completed work on the 2016-21 Strategic Plan. The college has identified four strategic goals and strategic initiatives to support each goal.

### **1. Increase Headcount Enrollment**

- 1.1 Increase applications
- 1.2 Increase yield on applied to enrolled applicants
- 1.3 Increase external partnerships
- 1.4 Increase flexibility in paying tuition
- 1.5 Increase number of Life Scholarship students
- 1.6 Increase the number of students moving from Continuing Education to credit through articulation pathways
- 1.7 Increase online and hybrid course offerings
- 1.8 Market certificate programs to employers

### **2. Improve Student Achievement**

- 2.1 Increase student success
- 2.2 Increase fall to spring retention for all students
- 2.3 Increase fall to fall retention for first time freshmen
- 2.4 Decrease success rate gaps and increase retention of minority students
- 2.5 Investigate how to move the curriculum toward more stackable credentials
- 2.6 Improve academic technology
- 2.7 Ensure every faculty member is using D2L

### **3. Improve Customer Service**

- 3.1 Identify college standards for customer service
- 3.2 Ensure easy access to college information and appropriate training
- 3.3 Improve Help Desk functions

### **4. Improve Fiscal Stability**

- 4.1 Increase alternative revenue sources
- 4.2 Increase revenues and reduce expenses associated with facilities rentals to realize a positive net revenue by June 30, 2019
- 4.3 Increase State funding for operations
- 4.4 Increase County funding
- 4.5 Maintain Continuing Education net revenue between 2% and 5% each year
- 4.6 Increase revenue from credit course offerings
- 4.7 Increase educational partnerships with businesses that offer education benefits to employees
- 4.8 Develop short-term professional development opportunities in Continuing Education for white collar workers
- 4.9 Expand apprenticeship programs in Continuing Education

## Strategic Plan Measures and Results

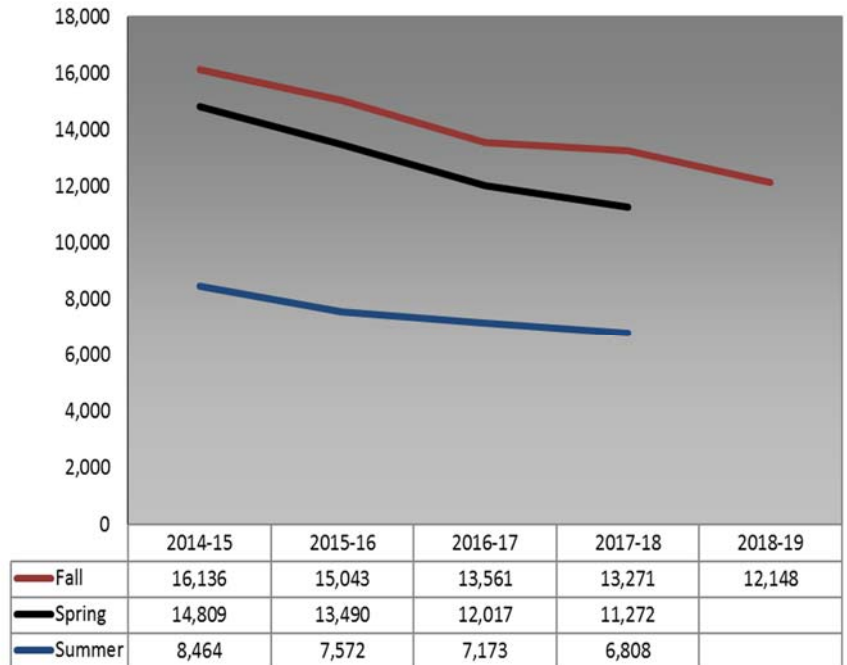
### Increase Headcount Enrollment

#### 1.0 Increase Enrollment

Enrollment has continued to decrease as the local unemployment rates falls to record low levels. Throughout the state technical college system, 13 of the 16 colleges saw enrollment decline in Fall 2018.

Sources: TTC Institutional Research, IPEDS

Academic Year Enrollments

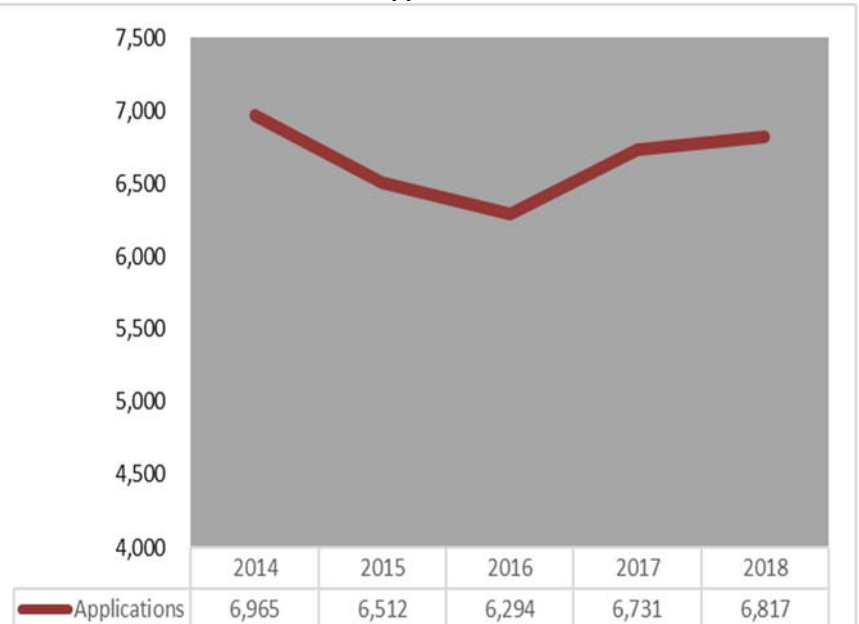


#### 1.1 Increase Applications

Applications saw a 1.3% increase in the Fall 2018 semester. This was the second consecutive year of application increases.

Sources: TTC Institutional Research, TTC Student Services

Fall Applications

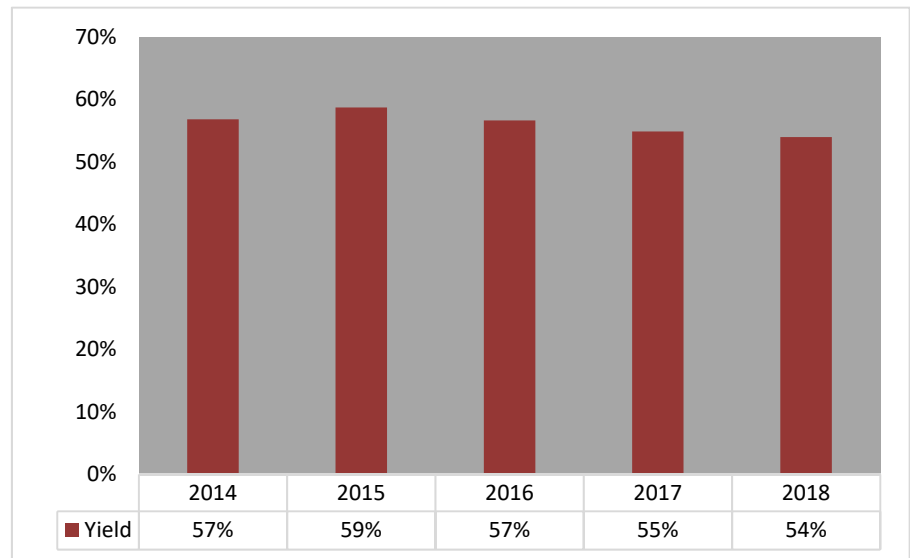


## 1.2 Increase Yield on Applied to Enrolled Applicants

Research indicates the biggest loss of students is between application and enrollment. TTC has improved the student onboarding procedures for the past two years but yields continue to lag.

Source: TTC Institutional Research, TTC Student Services

Applied to Enrolled Yield Fall Terms

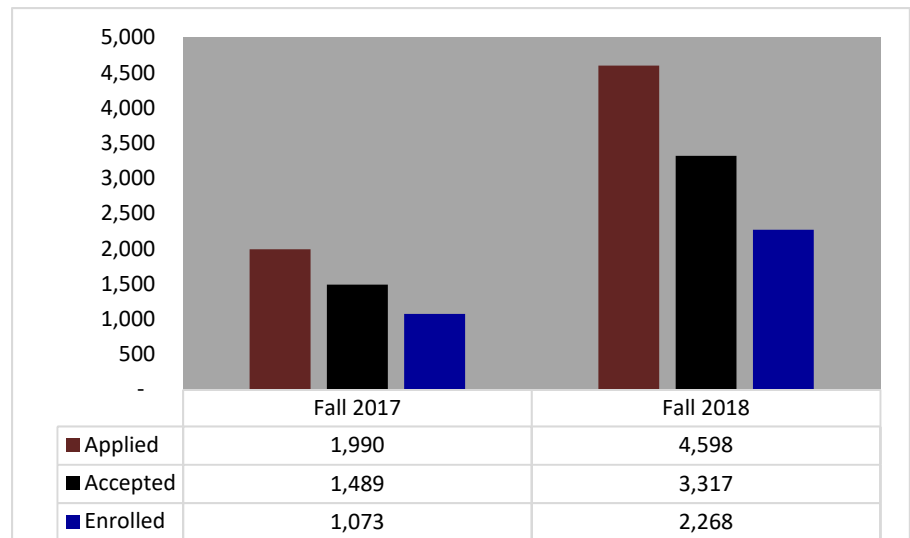


### 1.2.1 Increase Yield through Effectiveness of The Hub

The Hub opened in the Fall 2016 term and gained full functionality in Spring 2017. The Hub was available to most new students in the Fall 2018 term. The enrolled-to-applied yield in Fall 2018 was 49.3%.

Source: TTC Institutional Research, TTC Student Services

The Hub Effectiveness

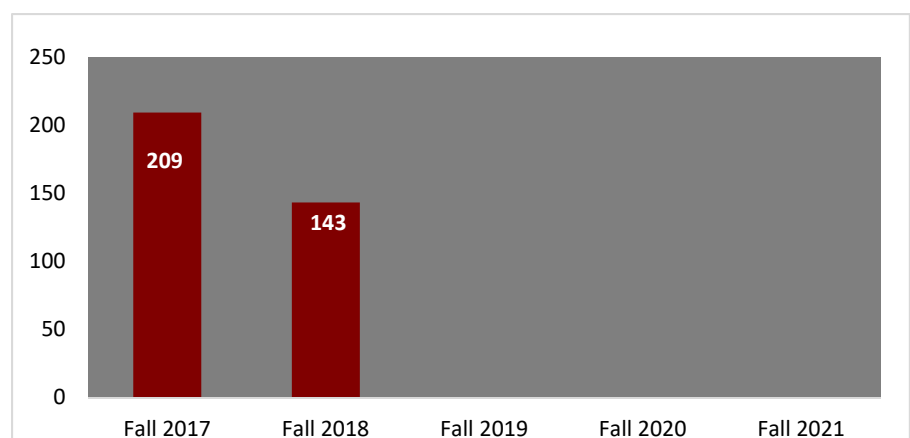


### 1.3.1 Increase External Partnerships

TTC's partnership with the College of Charleston began in the Fall 2017 term. All classes are taught on the College of Charleston campus by TTC faculty.

Source: TTC Institutional Research

College of Charleston Bridge Program Enrollment



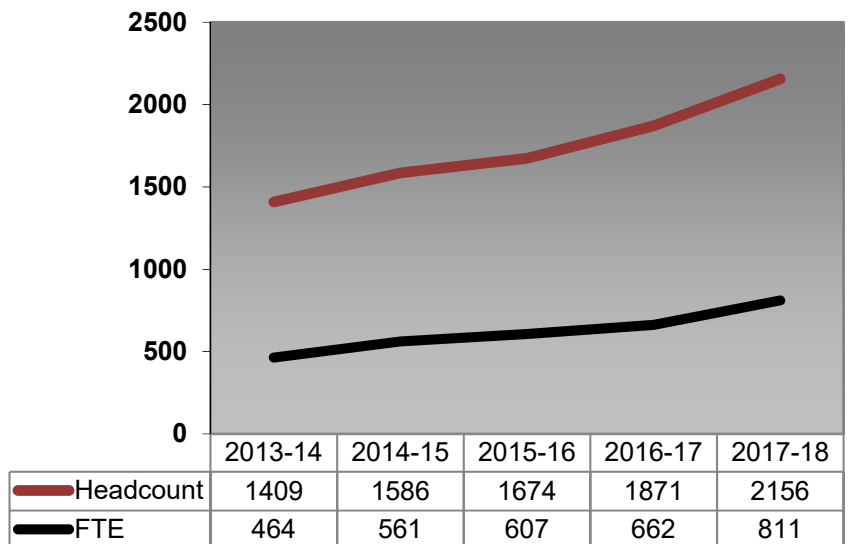


### 1.3.2 Increase External Partnerships

Dual credit enrollment continues to grow, 15.2% in the last academic year.

Source: TTC Institutional Research

Dual Enrollment and FTE by Academic Year

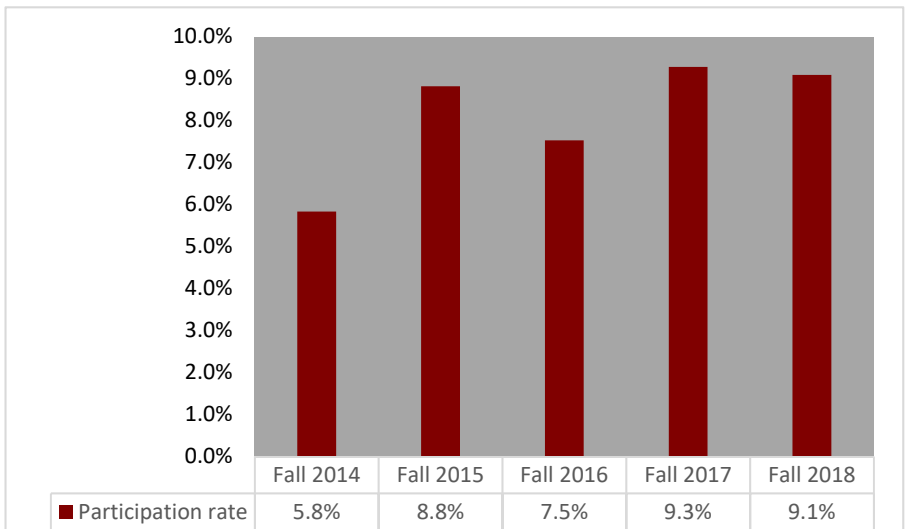


### 1.4 Increase Flexibility in Paying Tuition

TTC continued the options developed in Fall 2017. The payment plan includes a no down payment option and an option for term 2 only students. The participation rate remained steady at 9.1% of enrolled students.

Source: TTC Institutional Research , TTC Finance Office

Nelnet Payment Plan Participation in Fall terms

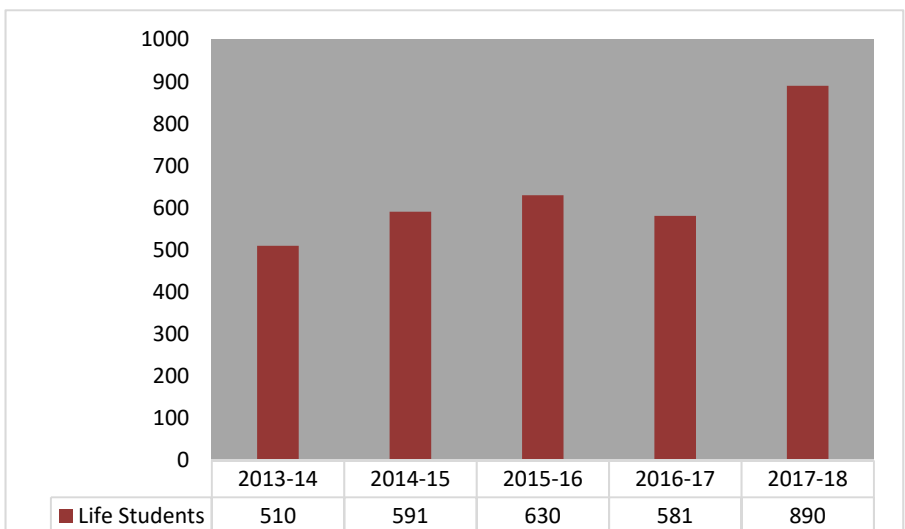


### 1.5 Increase Number of Life Scholarship Students

TTC continues to hold Life Scholarship information sessions to attract local students eligible for Life Scholarships. These sessions have appeared to pay dividends as the number of Life Scholarships awarded has increased over 50% since 2016-17.

Source: TTC Institutional Research , TTC Student Services

Life Scholarship Students by Fiscal Year



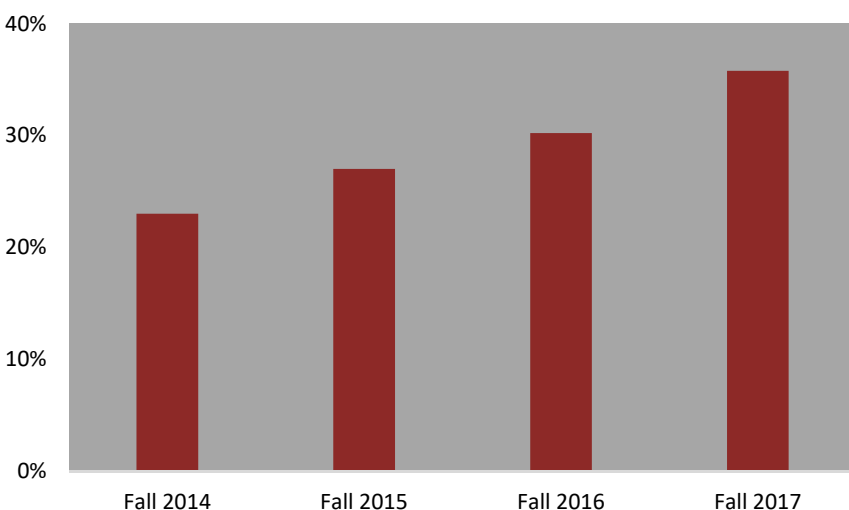
### 1.5.1 Increase Number of Life Scholarship Students Maintaining the Scholarship

TTC created a pilot project, the Summer Life Scholarship Project, to help first time freshmen awarded the life scholarship, maintain the eligibility into their second year\*.

Source: TTC Institutional Research , TTC Student Services

\*students enrolled in the Charleston Bridge program are excluded in these calculations as they enroll at C of C following the completion of the bridge program.

**Percentage of First Time Freshmen Retained to Following Fall Term with the Life Scholarship Intact**

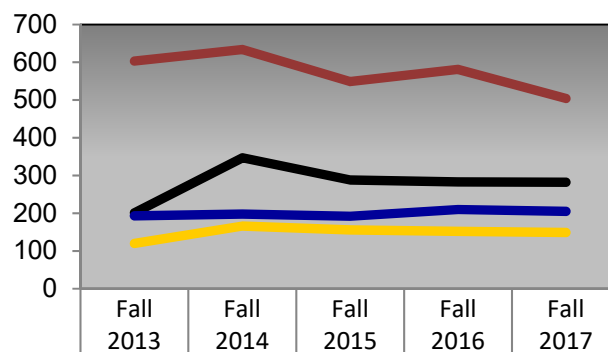


### 1.6 Increase Online and Hybrid Course Offerings

The college continues to respond to demand for alternative instruction. Despite declining enrollment, demand for hybrid sections remains high and the course selections for both online and hybrid remains steady.

Source: TTC Academic Affairs, TTC Institutional Research

**Online and Hybrid Offerings Fall Terms**



	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Online Sections	603	634	549	581	504
Hybrid Sections	201	347	288	283	282
Online Courses	193	198	192	210	205
Hybrid Courses	120	166	156	152	149

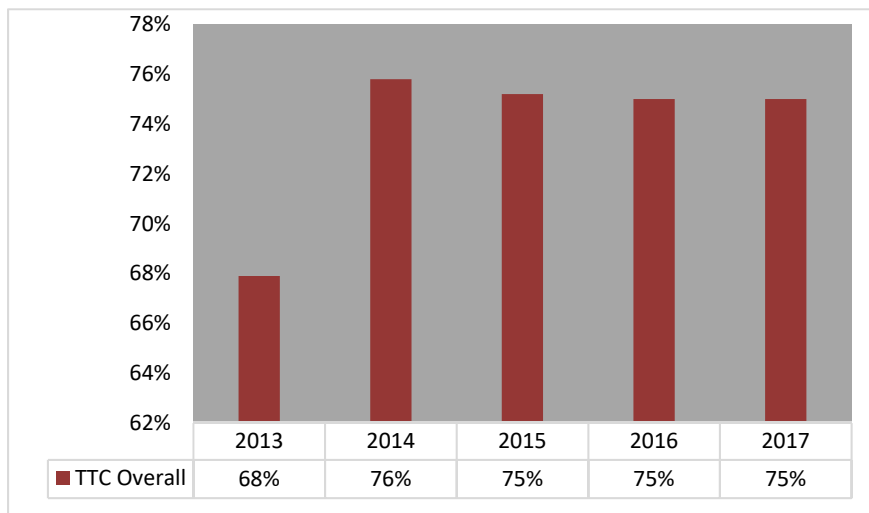
## Improve Student Achievement

### 2.0 Improve Student Achievement

Overall course success rates have remained very consistent since the Fall 2014 conversion to the compressed schedule.

Source: TTC Institutional Research

Overall Success Rates in Fall Terms

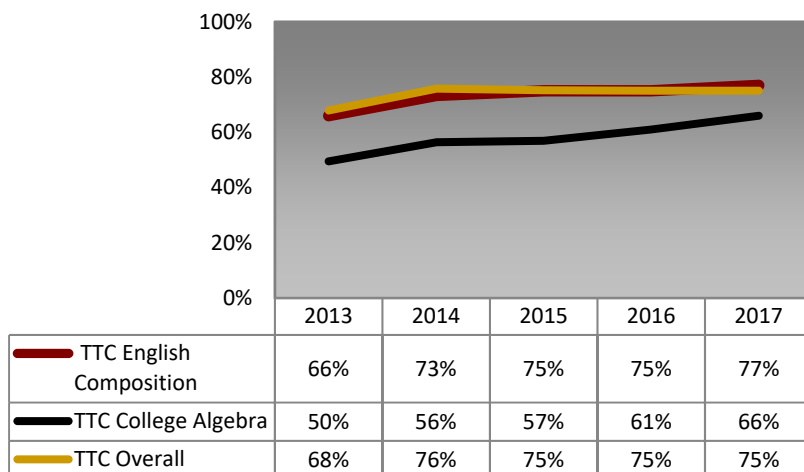


#### 2.1.1 Increase Student Success

With the implementation of the compressed schedule in Fall 2014, the college has maintained the increases in its overall course success rate for curriculum-level courses, as well as for two key gateway courses, English Composition and College Algebra.

Source: TTC Institutional Research

Success Rates of Students in Curriculum-level Courses

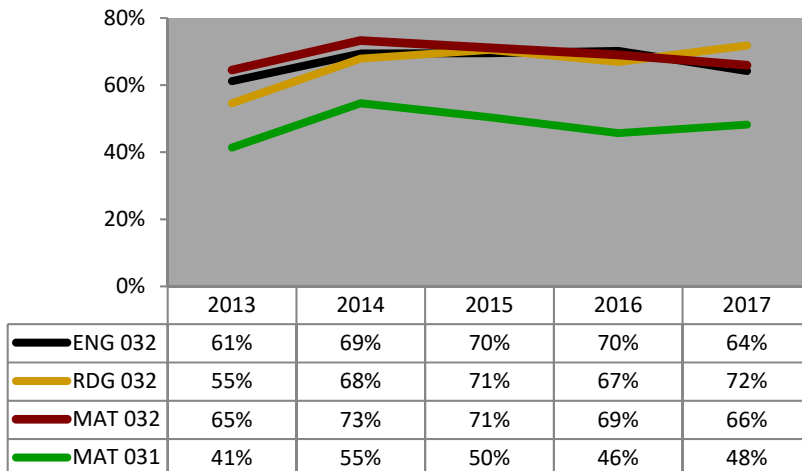


#### 2.1.2 Increase Student Success

All four developmental courses have maintained the success rates of the past few years.

Source: TTC Institutional Research

Success Rates of Students in Developmental Courses

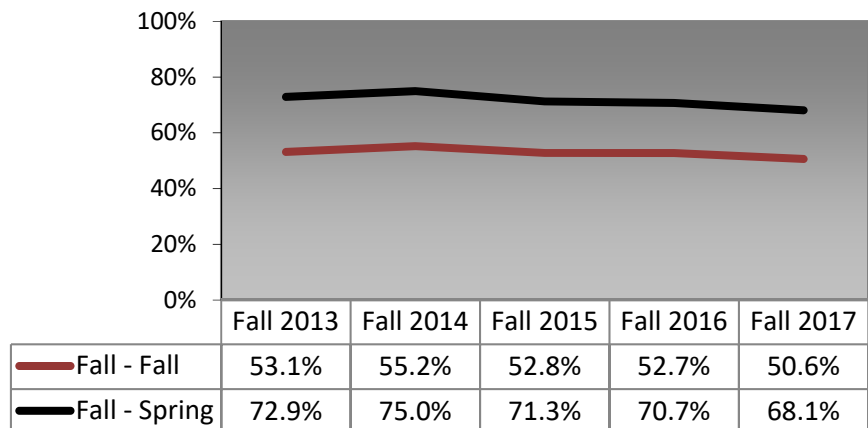


## 2.2 Increase Retention Rates for all Students

Both Fall-to-Fall and Fall-to-Spring retention rates have been stable since 2014. TTC has created a Retention committee to address stagnant retention rates.

Source: TTC Institutional Research

Fall-to-Fall and Fall-to-Spring Retention

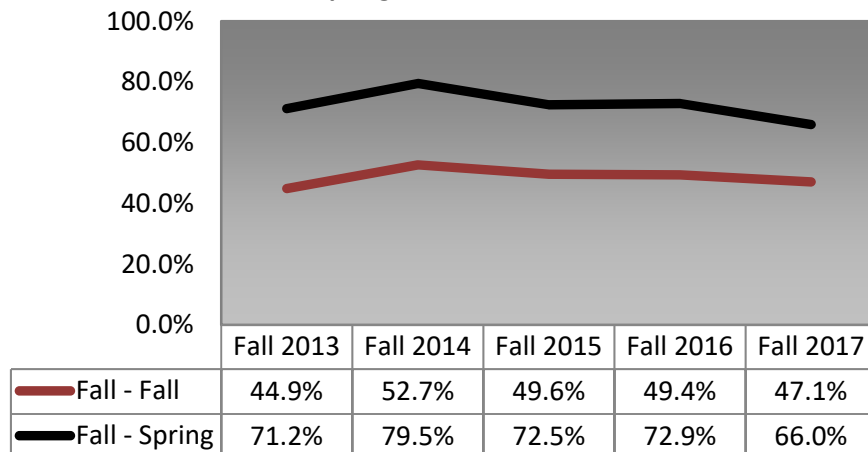


## 2.3 Increase Fall-to-Fall Retention rates for First Time Freshmen

The retention rates for first time freshmen fell considerably, especially the Fall to Spring rate. This was partially due to the new Charleston Bridge program.

Source: TTC Institutional Research

Fall-to-Fall and Fall-to-Spring Retention for First Time Freshmen

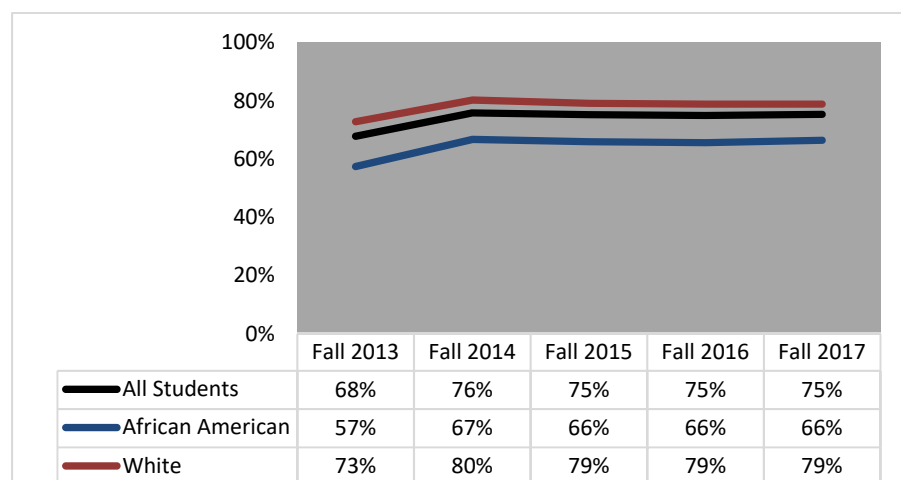


## 2.4.1 Decrease Success Rate Gaps

Success rates for all students have remained steady for the past four years. The achievement gaps between African American students and white students also has remained constant since 2014.

Source: TTC Institutional Research

Success Rate by Race

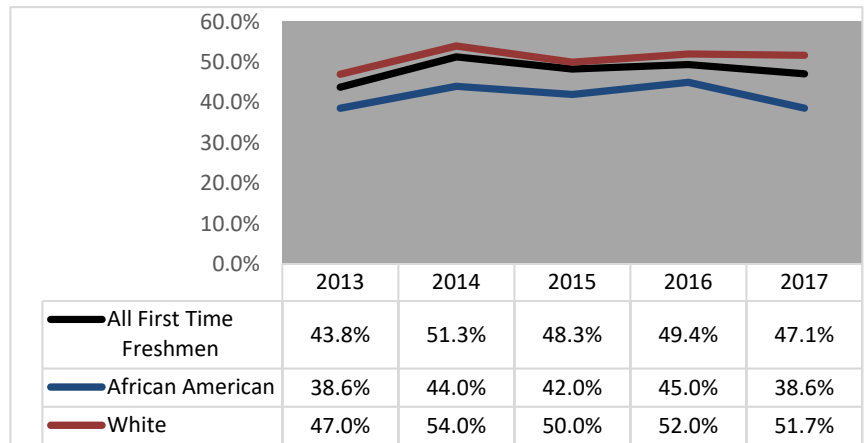


### 2.4.2 Decrease Retention Rate Gaps

Retention rate gaps mirror the achievement rate gaps. While all students have increased retention rates since Fall 2013, African American student retention rates have returned to the Fall 2013 rate.

Source: TTC Institutional Research

Fall-to-Fall Retention Rates by Race

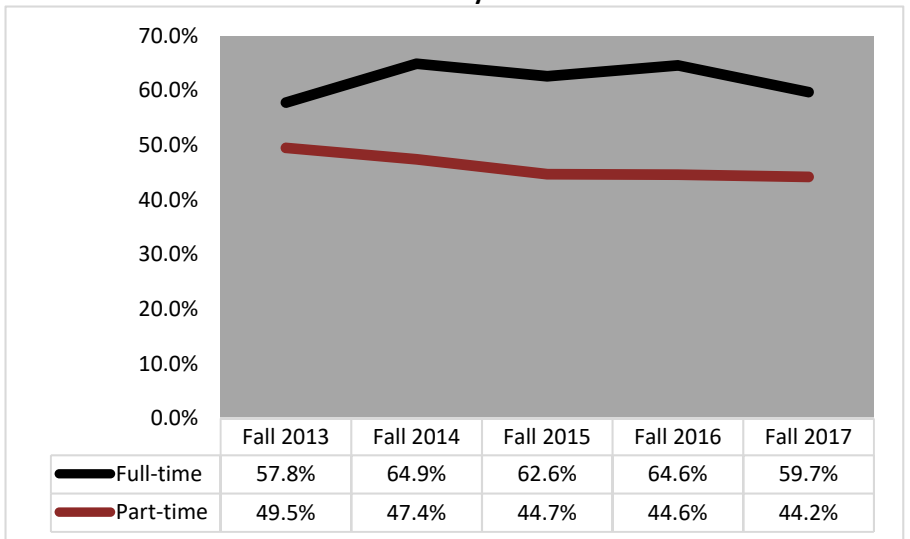


### 2.4.3 Decrease Retention Rate Gaps between Full-time and Part-time students.

TTC has recognized part-time students have much lower retention rates when compared to full-time students. The college has formed the Retention Committee to develop initiatives to improve retention rates.

Source: TTC Institutional Research

Fall-to-Fall Retention by Enrollment Status

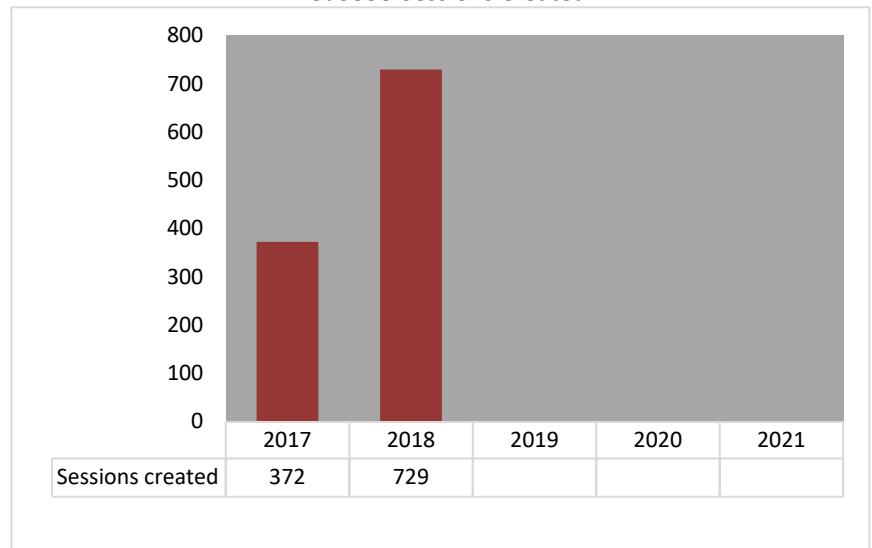


### 2.6 Improve Academic Technology

A new improvement to the learning management system (D2L) allows faculty to hold live YouSeeU sessions, which are recorded allowing the ability for students to watch asynchronously. This is especially useful in online and hybrid delivery methods. Faculty have created almost twice as many sessions in 2018.

Source: TTC Distance Learning and Broadcast Services

YouSeeU Sessions Created



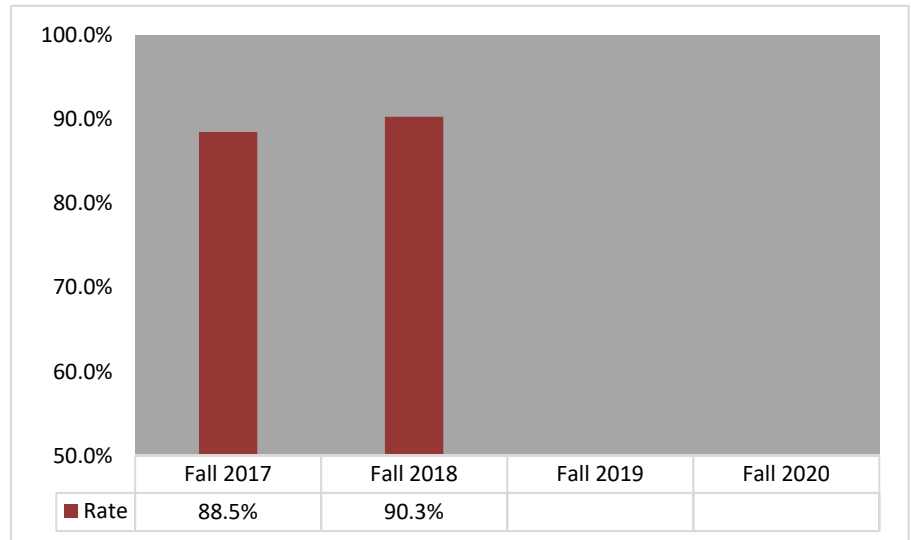


## 2.7 Ensure D2L Use

Faculty presence in the learning management system (D2L) demonstrates achievement in improving academic technology.

Source: TTC Institutional Research, TTC Academic Affairs

**D2L Usage by Faculty**



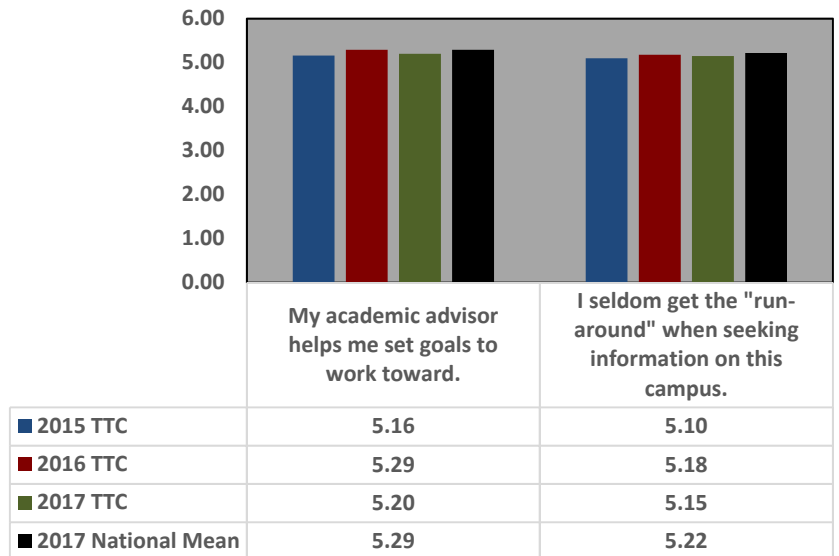
## Improve Customer Service

### 3.1 Improve Customer Service

TTC has achieved increases in both measures in 2016 but declined in 2017. The institution remains below the national mean in both measures. As part of the Title III grant to improve student onboarding, TTC will conduct the Noel-Levitz survey every fall semester to measure anticipated improvement.

Source: TTC Institutional Research, Ruffalo Noel-Levitz Survey

Student Satisfaction Results

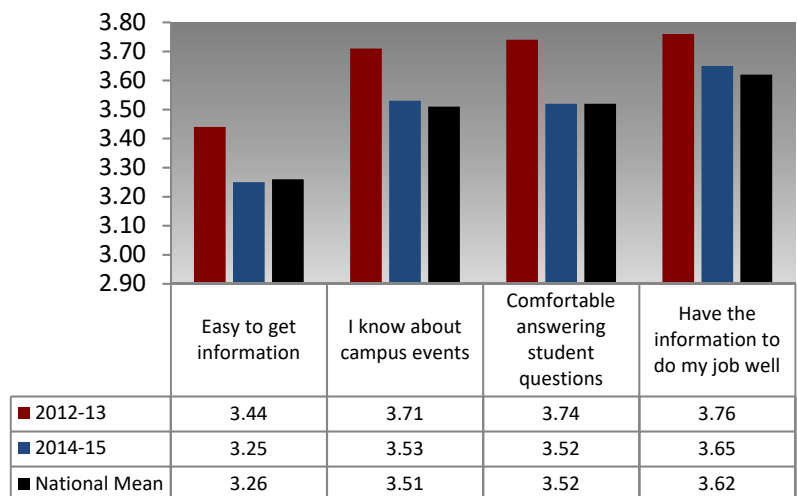


### 3.2 Easy Access to College Information

Although employees' responses fell between 2012 and 2014, the 2014-15 results mirror the national mean. TTC will administer the College Employee Satisfaction Survey again in the Fall 2018 term.

Source: TTC Institutional Research, Ruffalo Noel-Levitz College Employee Satisfaction Survey

College Employee Satisfaction Survey

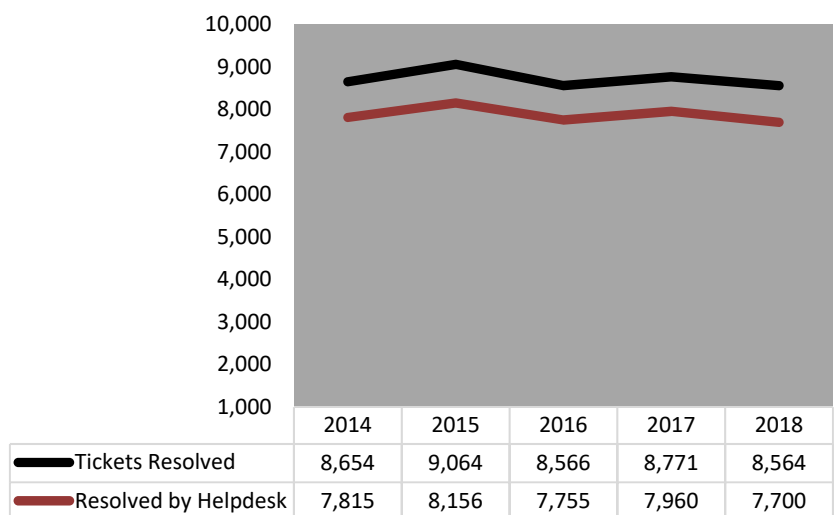


### 3.3 Improve Help Desk Functions

The TTC Helpdesk continues to resolve the vast majority of tickets submitted.

Source: TTC Information Technology

Tickets Resolved by the Helpdesk



## Improve Fiscal Stability

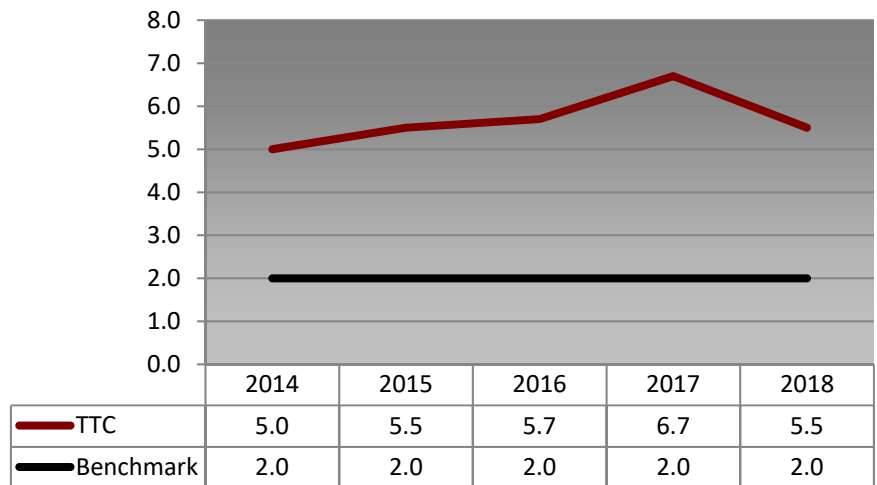
### 4.0 Improve Fiscal Stability

The college's careful approach to budget planning is reflected in key indicators of fiscal health.

The current ratio is current assets divided by current liabilities. The benchmark for this ratio is 2.0.

Source: TTC Finance and Administration

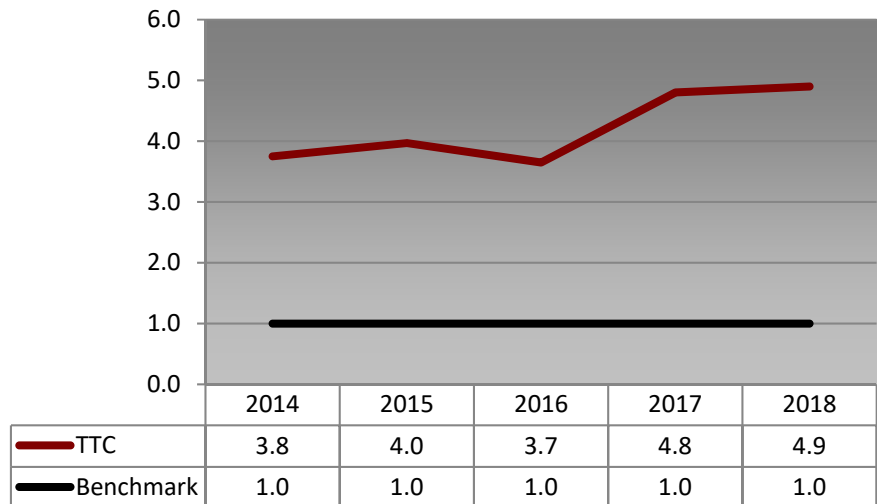
**Current Ratio**



The fund balance reserve ratio is the fund balance divided by operating expenses, multiplied by 12 months. The benchmark for this ratio is 1.0.

Source: TTC Finance and Administration

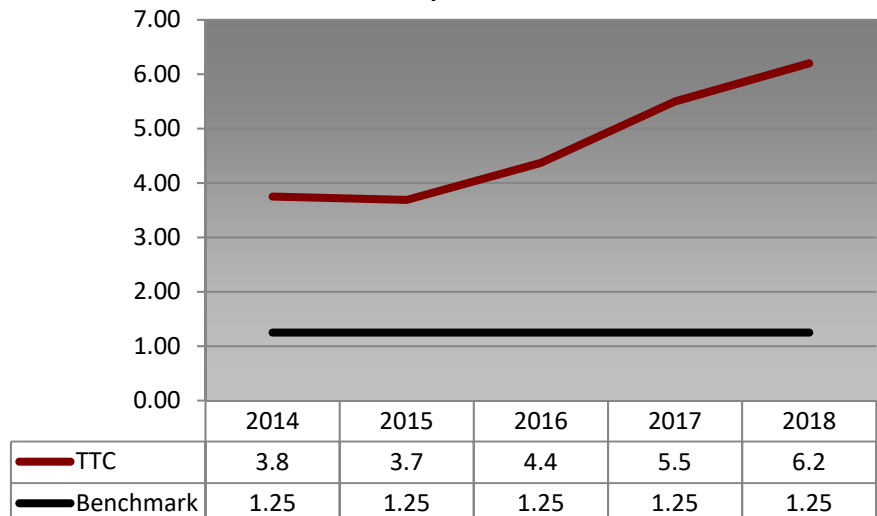
**Fund Balance Reserve**



The viability ratio is expendable net assets plus long-term debt, divided by long-term debt. The benchmark for this ratio is 1.25.

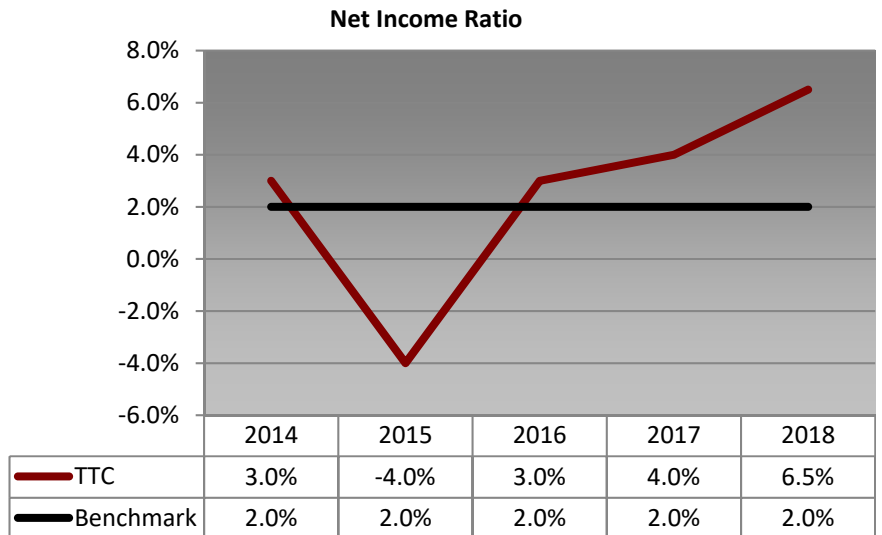
Source: TTC Finance and Administration

**Viability Ratio**



The net income ratio is revenue minus expenses, divided by revenue. The benchmark for this ratio is 0.02 or 2%.

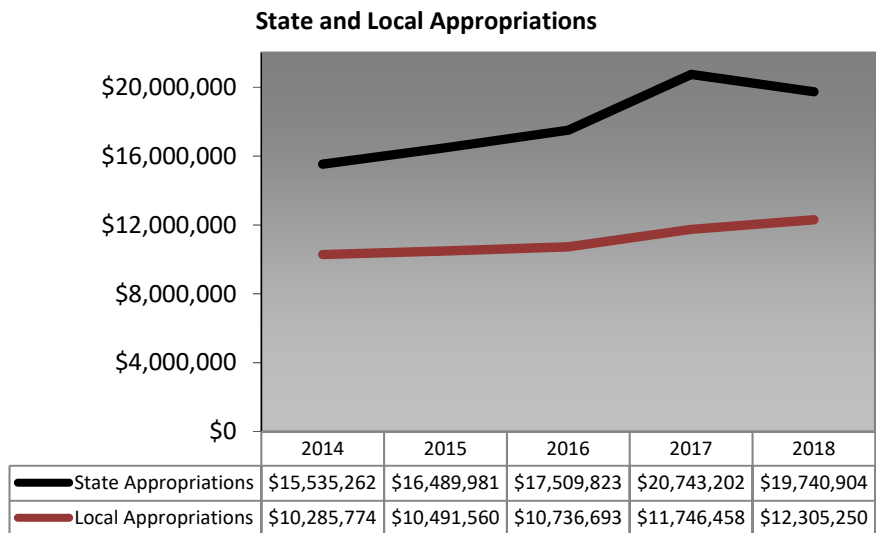
Source: TTC Finance and Administration



#### 4.3 and 4.4 Increase State and Local Appropriations

TTC administration continues to lobby for fair and equitable appropriations from both the State Technical College System and local governments.

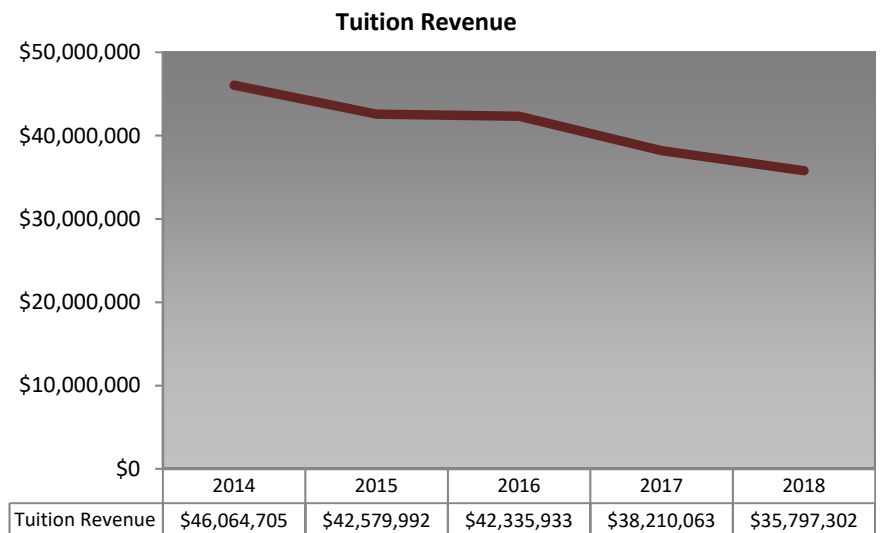
Source: TTC Finance and Administration



#### 4.6 Increase Revenue from Credit Course Offerings

Tuition revenue has fallen the past four fiscal years.

Source: TTC Finance and Administration



## Institutional Values

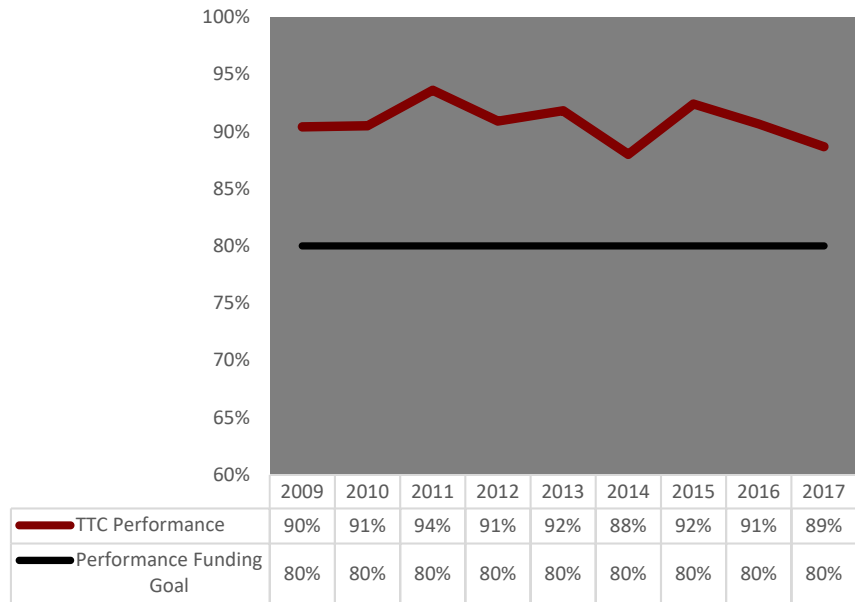
### Academic Excellence

#### Licensure

At 89%, graduates of TTC continue to demonstrate a strong performance on licensure exams. The 2017-18 results reflect the efforts of TTC graduates attempting 468 examinations in 15 different subject areas. TTC has maintained results above the State Technical College performance funding level for over 20 years.

Source: TTC Institutional Research

#### Licensure Exam Pass Rate



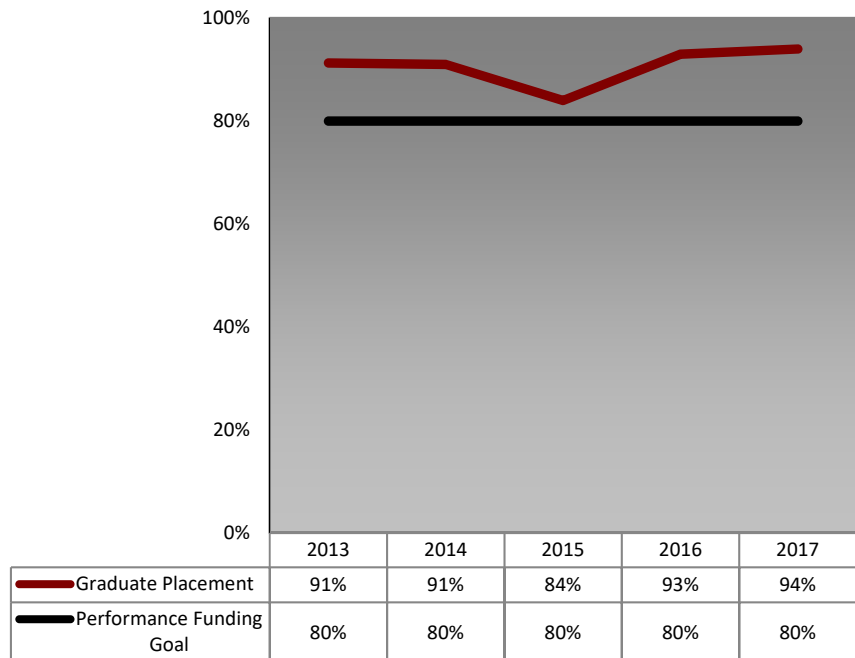
#### Placement Rates

TTC has maintained results above the State Technical College performance funding level of 80% for the last ten years and above 90% in four of the last five years.

Source: TTC Online FactBook

\*The Graduate Placement Rate includes graduates who are working within their field of study or continuing their education.

#### Graduate Placement Rate





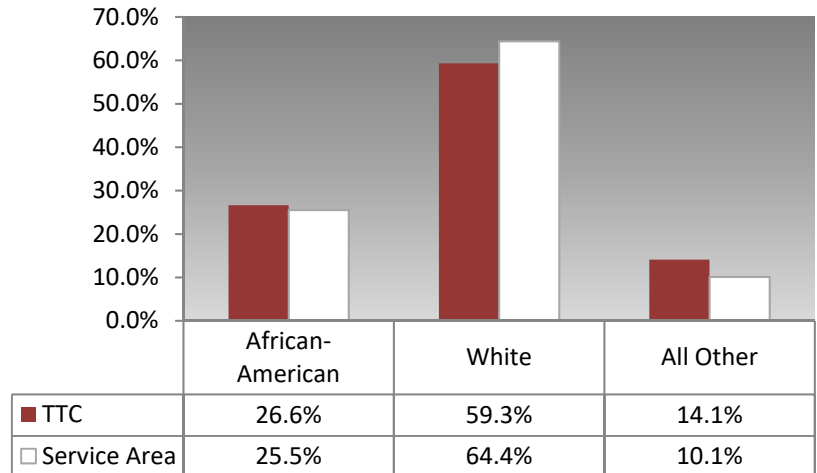
## Diversity and Inclusion

### Student Diversity

The ethnic diversity of TTC's Fall 2018 student population mirrors that of the college's service area.

Source: TTC Institutional Research

Fall 2018 Student Demographics

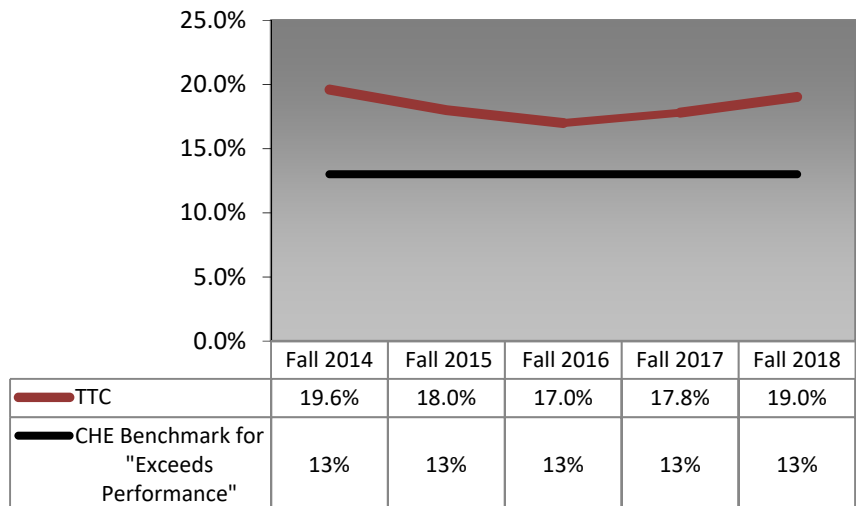


### Minority Faculty

The college has exceeded the South Carolina Commission on Higher Education (CHE) performance funding benchmark for minority faculty 16 years in a row.

Source: SC CHE Institutional Performance Ratings

Percent Minority Faculty

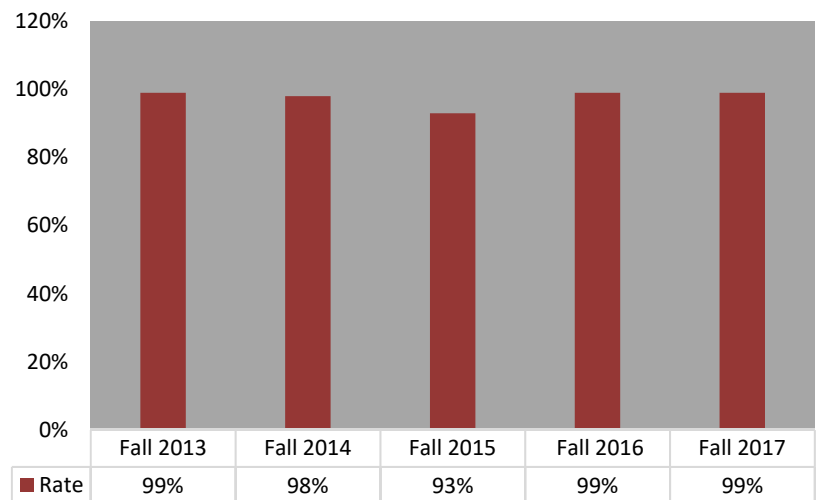


### EEO Goals

TTC's performance on attainment of EEO goals continues to be an organizational strength. TTC was first among all Technical Colleges and second among state agencies in EEO performance.

Source: TTC Human Resources

Percent Attainment of EEO Goals



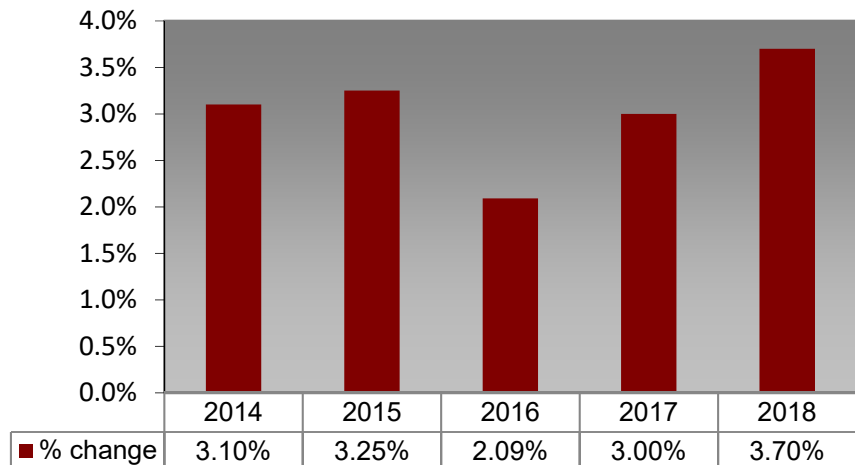
## Accessibility and Affordability

### Tuition Rates

TTC has maintained annual tuition increases at or below the Higher Education Price Index (HEPI) for 2018.

Source: TTC Institutional Research

Tuition Rate Increase by Year

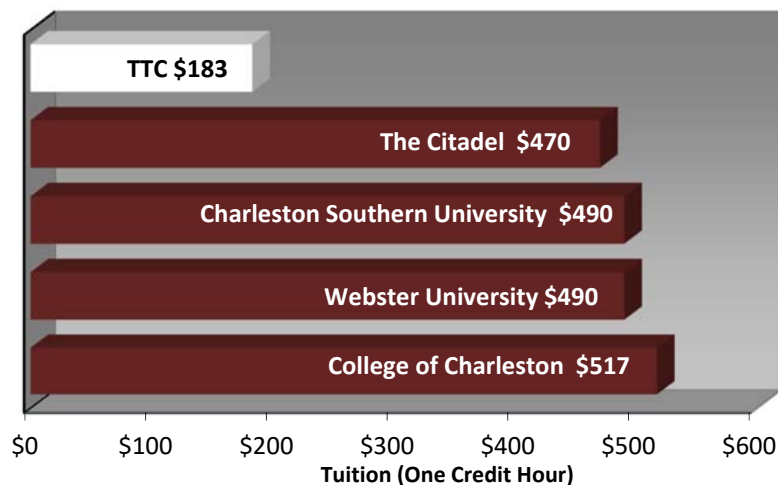


### Local Tuition Comparison

TTC continues to be the best value in higher education among public and private non-profit institutions in the greater Charleston area.

Source: TTC Finance Office, The Citadel, Charleston Southern University, Webster University, and College of Charleston websites.

Credit Hour Tuition

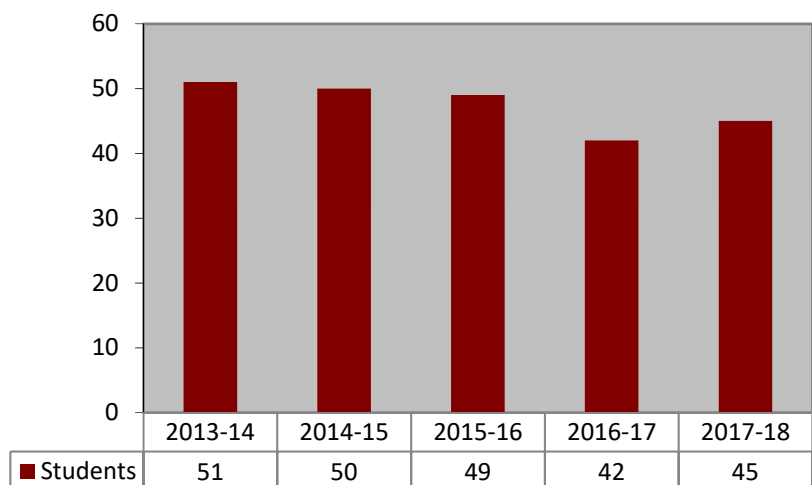


### Clemente Program

The Clemente program continues to successfully provide access to the areas most needy population.

Source: TTC Institutional Research

Clemente Program Enrollment



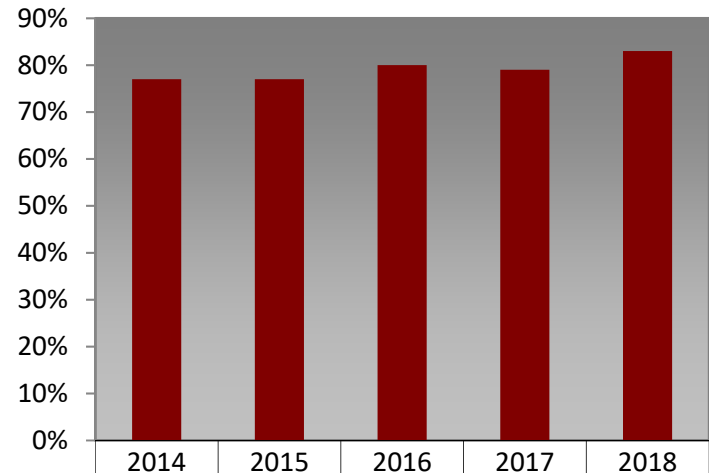
## Accountability

### Campus Campaign

Faculty and staff participation in the annual TTC Campus Campaign has increased significantly since 2013.

Source: TTC Foundation

**Campus Campaign Participation**



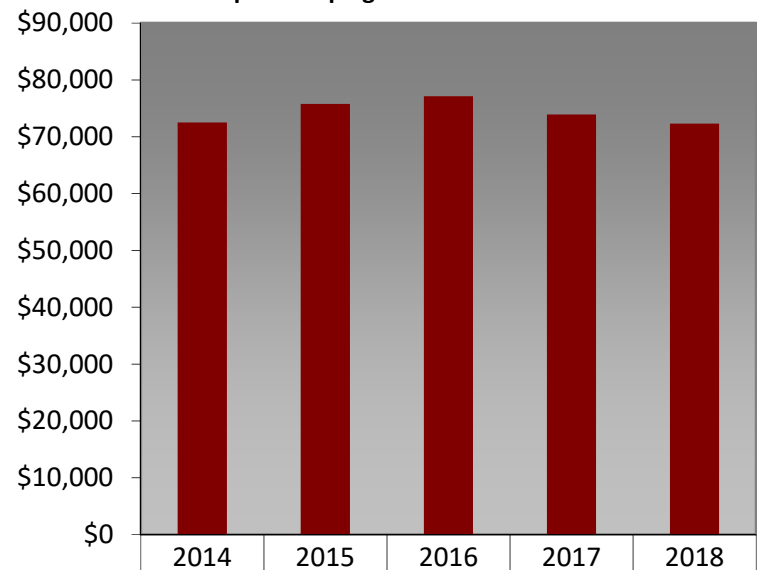
■ Participation	2014	2015	2016	2017	2018
	77%	77%	80%	79%	83%

### Campus Campaign

The total dollar amount raised in the campus campaign has exceeded \$70,000 the last five years.

Source: TTC Foundation

**Campus Campaign Total**



■ TTC Foundation	2014	2015	2016	2017	2018
	\$72,497	\$75,762	\$77,128	\$73,909	\$72,308